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OFFICE OF THE DIRECTOR

Action Memorandum No. **A-417**Date **26 AUG 1964**

TO : Deputy Director for Support
 Attention: Director of Personnel
 Director of Budget, Program Analysis and Manpower

SUBJECT : Coordination of Actions Required to Reduce
 On-Duty Strength during FY 1964

REFERENCE: Action Memorandum A-410, dated 27 July 1964
 Subject: Reduction in On-Duty Strength Levels

1. The Agency economy program calls for an orderly reduction of manpower ceilings and on-duty strength over the Fiscal Years 1965 and 1966 to levels assigned in recent ceiling allocations. These reductions must be accomplished in a systematic manner with full care given not only to the factors of production and balance in employment skills but also to the morale of our employees and the tenets of sound career management. Coordinated program planning of recruitment, placement and training must be undertaken. The Director of Personnel is responsible for the leadership in this matter and should work directly with the Deputy Directors, Office Heads and the Director of Budget, Program Analysis and Manpower in assuring that recruitment and entrance on duty requirements are phased and controlled to accord with the internal shifts of personnel and functions that we can anticipate will take place.

2. Action Memorandum A-410 provided guidance to the objectives sought and indicated areas which, if applied aggressively, should bring about an immediate and orderly reduction in on-duty strength levels. However, this guidance should not be interpreted as all-inclusive. Additional avenues must be explored and implemented. I look to the Director of Personnel and the Director of Budget, Program Analysis and

SUSPENSE DATE: 1 November 1964

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Ans. by ER 64-8287, 4 Dec.
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Manpower to identify and come forward with further suggested approaches to systematically accomplish the objectives sought.

3. Working closely with each directorate and component thereof, the Director of Personnel and the Agency Manpower Control Officer should insure that practical and workable plans have been devised and are being implemented by each directorate for executing the provisions of Action Memorandum A-410 and such other action as may be designed to accommodate the reduction program. These officers are charged with the responsibility for coordinating and supporting an over-all Agency program and for providing to the Deputy Directors and Office Heads necessary guidance and support. The Director of Budget, Program Analysis and Manpower is responsible for overseeing the implementation and effectiveness of the Agency programs.

4. The Director of Personnel should submit to me by 1 November 1964 and monthly thereafter through the Director/BPAM a detailed report reflecting the following information on each component of the Agency to which ceiling is allocated through the budget process:

a. A narrative summary of the current strength situation and action being taken and planned to achieve end-year strength authorizations.

b. A projection of on-duty strength as of 31 May 1965 showing the following:

(1) Projected losses in military personnel who are not to be replaced from external sources, projected losses of staff employees through retirement, losses through reassignment and losses through separation of employees with a record of substandard performance.

(2) Projected gains in professional and clerical personnel through external recruitment, and internal assignment.

c. Status of adjustment of Tables of Organization necessary to equate these to new ceilings.

5. The provisions of Action Memorandum A-339, dated 20 December 1963, and modified by the approval of the Director of Personnel's

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memorandum of 9 January 1964 are reaffirmed with the following changes:

a. The requirement that Tables of Organization be equated to ceiling within 45 days is rescinded.

b. The Agency Manpower Control Officer/BPAM is authorized to approve the phasing of these adjustments to accord with the practical considerations involved in each directorate and with the consequent impact on dollar allocations and over-all Agency ceiling.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick
Executive Director - Comptroller

O/BPAM/JMClarke:gmc 25 Aug 64

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